

COUNTY OF LOS ANGELES DEPARTMENT OF AUDITOR-CONTROLLER

KENNETH HAHN HALL OF ADMINISTRATION 500 WEST TEMPLE STREET, ROOM 525 LOS ANGELES, CALIFORNIA 90012-2766 PHONE: (213) 974-8301 FAX: (213) 626-5427



April 18, 2001

TO:

Supervisor Michael D. Antonovich, Mayor

Supervisor Gloria Molina

Supervisor Yvonne Brathwaite Burke

Supervisor Zev Yaroslavsky Supervisor Don Knabe

FROM:

J. Tyler McQauley Auditor-Controller

SUBJECT:

DEPARTMENT OF MENTAL HEALTH'S COUNTY-WIDE TIMEKEEPING

AND PAYROLL/PERSONNEL SYSTEM FOLLOW-UP REVIEW

Attached is our follow-up report on the Department of Mental Health's (DMH) utilization of the County-wide Timekeeping and Payroll/Personnel System (CWTAPPS). Our initial audit, completed in June 1999, covered areas such as terminations, bonuses, time and attendance, leave accounting, industrial accidents, travel, and data security. The purpose of our follow-up review was to assess the Department's progress in implementing the 22 recommendations contained in the June 1999 report.

Status of Recommendations

Overall, the Department is continuing to address the recommendations contained in the June 1999 report. Of the 22 recommendations, 14 have been fully implemented, four are partially implemented, and four have not been implemented. For the majority of the partially implemented and not implemented recommendations, DMH management developed written procedures to address the recommendations. However, monitoring controls were not put in place to ensure staff implemented the procedures. As a result, we continued to find payroll errors.

The statuses of the eight recommendations that have not been fully implemented are discussed below.

Recommendation #4

DMH management ensure that all out-of-class bonuses are recalculated each time the employees receiving these bonuses have a change in salary.

Current Status: PARTIALLY IMPLEMENTED

County Code Section 6.10.040 states that an out-of-class bonus should be awarded to full-time permanent employees who perform all the significant duties of a vacant, allocated, funded position in a higher class for purposes other than training or as a result of an emergency.

There are two types of out-of-class bonuses, the Out-of-Class bonus (code 214) and the Out-of-Class Schedule/Level/Percent bonus (code 222). Code 214 is used when the bonus would result in an increase of less than two standard salary schedules. This bonus must be manually recalculated each time the employee has a salary change (e.g., step increase, cost of living increase, etc.).

The code 222 bonus is used when the difference in salaries between the actual position and the out-of-class position is more than two standard salary schedules. CWTAPPS automatically recalculates this bonus each time an employee has a salary change.

As indicated in the June 1999 report, six of seven out-of-class (code 214) bonuses reviewed were not recalculated when the employees receiving these bonuses had a salary change. To address this problem, the Department's Human Resources Bureau developed procedures to review a listing of out-of-class bonuses on a monthly basis to ensure the bonus amounts are accurate.

To determine if staff follows these procedures, we reviewed all eleven out-of-class (code 214) bonuses the Department had issued as of our review. We noted two bonuses were incorrectly entered as code 214, instead of code 222. As a result, the employees were underpaid a total of \$3,289. In addition, three bonuses were not manually recalculated when the employees had a change in salary. This resulted in net underpayments totaling \$549.

Although the Department has made improvements, DMH management still needs to ensure that all out-of-class bonuses are computed properly each time the employees receiving these bonuses have a change in salary.

Recommendation #9

DMH management ensure payoffs are conducted at all locations at least twice a year.

Current Status: PARTIALLY IMPLEMENTED

CFM Section 3.1.11 requires semi-annual payoffs, whereby warrants/notices are released to employees only after each employee has shown proper identification and has signed for the warrant/notice. Our initial audit found that payoffs were conducted at only two of six pay locations tested.

In June 1999, the Human Resources Bureau issued payoff instructions to all sixty pay locations, which included a requirement that payoffs be conducted semi-annually. We reviewed five pay locations and verified that three conducted semi-annual payoffs. Of the other two pay locations, one conducts only annual payoffs and one has not conducted a payoff since our initial audit finding. DMH management needs to take additional actions to ensure full compliance with the recommendation.

Recommendation #11

DMH management ensure employees' time cards are properly coded while on continuous sick leave related to an Industrial Accident.

Current Status: NOT IMPLEMENTED

Departmental staff indicated that controls have not been implemented to ensure employees are properly coded while on industrial accident leave. As a result, coding errors continue to exist. Specifically, we sampled ten employees on industrial accident leave and noted one employee's payroll earnings were not reduced by the amount of Workers' Compensation benefits paid directly to the employee. This resulted in a \$6,411 overpayment and incorrect leave balances.

Recommendation #12

DMH management ensure overtime worked is pre-approved, whenever possible, in writing before the work is performed and no later than the following work day.

Current Status NOT IMPLEMENTED

DMH has overtime guidelines which comply with County Code and Memorandum of Understanding (MOU) provisions. All overtime worked must be pre-approved by the Department head or designee. DMH delegates to lower level management the pre-approval of overtime. Supervisors use a Request for Overtime or Time-Off (ROTO) form to pre-approve overtime hours worked.

Our June 1999 review disclosed that 52 (38%) of 137 instances of overtime worked were approved an average of six days after the overtime was worked. The Human Resources Bureau issued written instructions to all DMH Managers requiring overtime be pre-approved in writing the day before the work is performed and no later than the following workday. Our follow-up review consisted of sampling 122 instances of overtime to determine if employees obtained pre-approval for the overtime hours. We noted the following:

- 15 (12%) did not have supporting ROTO forms.
- 39 (32%) were approved an average of five days after the overtime was worked.

• 34 (28%) had ROTO forms that were not dated to indicate when the overtime was approved.

Although DMH issued procedures to address the recommendation, a high percentage (72%) of overtime hours worked are not supported by ROTO forms, are not approved timely, or do not indicate an approval date. DMH management needs to monitor to ensure compliance with the procedures.

Recommendation #15

DMH management ensure that processing centers are utilized so that payroll and personnel staff do not have access to their own personnel and payroll information on CWTAPPS.

Current Status: PARTIALLY IMPLEMENTED

DMH is working with the Auditor-Controller to establish additional processing centers so that payroll and personnel staff do not have access to their own personnel and payroll information on CWTAPPS.

Recommendation #17

DMH management utilize CWTAPPS reports to monitor the Department's payroll operations and ensure the Payroll Supervisor reviews the CWTAPPS reports as required by the County Fiscal Manual.

<u>Current Status:</u> **NOT IMPLEMENTED**

Chapter 3 of the CFM requires departments to investigate exceptions on several payroll exception reports and immediately process any necessary adjustments. The reports should be annotated to document the disposition of each entry, signed, and dated by the Payroll Section staff performing the investigation. The Payroll Supervisor should review these reports each pay period to ensure that exceptions are corrected promptly and accurately. The Supervisor should then sign and date the report to indicate it has been reviewed.

We tested 40 exceptions appearing on six exception reports to determine whether items on the reports were properly corrected. We found that five (13%) exceptions were not properly adjusted in CWTAPPS, resulting in overpayments of \$1,246. In addition, none of the reports contained the supervisor's signature to indicate the reports were reviewed. DMH management needs to utilize CWTAPPS reports to monitor the Department's payroll operations and ensure the Payroll Supervisor reviews the CWTAPPS reports as required by the CFM.

Recommendation #19

DMH management require DMH Accounting Division to perform a written reconciliation of the American Express billing statements to authorized travel requests on a monthly basis.

Current Status: NOT IMPLEMENTED

Once an employee obtains an approved travel request, the employee contacts an American Express (AE) agent to make flight arrangements. The travel agent requests the employee's fund organization number and employee number so the cost can be billed to the correct department.

DMH's Accounting Division still does not reconcile AE monthly billing statements to approved travel requests. Without a reconciliation, the Department cannot verify the validity of trips billed. Therefore, DMH management needs to require DMH's Accounting Division to perform a monthly reconciliation of the AE billing statements to authorized travel requests.

Recommendation #21

DMH management monitor to ensure travel procedures are followed and take corrective actions when departures from established procedures are identified.

Current Status: PARTIALLY IMPLEMENTED

DMH follows the travel procedures set forth in the County Fiscal Manual Appendix C and has developed more detailed procedures for its own travel policy to address the issues we noted during our initial review (i.e., untimely submittal of travel requests, travel requests not properly authorized, etc.).

To determine whether DMH complies with this travel policy, we reviewed ten expense claims. We noted three claims that included \$626 in meal expenses that were not supported by a receipt.

Although the Department has issued travel procedures to address these issues, it still needs to ensure that the procedures are followed and take corrective action when departures occur.

Review of Report

We discussed our report with DMH representatives on February 13, 2001. The Department's attached response indicates that four of the eight recommendations have now been implemented and the remaining four are partially implemented.

We would like to thank DMH management and staff for their cooperation and assistance during our audit. If you have any questions, please call me or have your staff contact Pat McMahon at (213) 974-0301 or DeWitt Roberts at (213) 893-0973.

JTM:PM:DR

c: David E. Janssen, Chief Administrative Officer
Violet Varona-Lukens, Executive Office, Board of Supervisors

Department of Mental Health

Dr. Marvin Southard, Director
John Davis, Administrative Deputy
Gurubanda Singh Khalsa, Finance Specialist
Carla Vlick, Personnel Officer
Public Information Office
Audit Committee

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W. Director

DAVID MEYER Chief Deputy Director RODERICK SHANER, M.D.

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DEPARTMENT OF MENTAL HEALTH

http://dmh.co.la.ca.us

550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: Fax:

(213) 738- 4601 (213) 386-1297

April 12, 2001

TO:

Tyler McCauley Auditor-Controller

FROM:

Marvin J. Southard, D.S.W.

Director of Mental Health

SUBJECT:

RESPONSE TO DRAFT AUDITOR-CONTROLLER REPORT OF

MARCH 14, 2001 TO DMH'S CWTAPPS FOLLOW-UP REVIEW

The following information is provided in response to your recent follow-up report in the Department of Mental Health (DMH) utilization of the County-wide Timekeeping and Payroll/Personnel System (CWTAPPS)

Recommendation #4

DMH management ensures that all out-of-class bonuses are recalculated each time the employees receiving these bonuses have a change in salary.

The Processing Supervisor receives on a monthly basis an internally generated report that identifies DMH employees who receive out-of-class bonuses with code 214. From this report, the supervisor identifies employees who received a salary increase and recalculates their out-of-class bonus amount. This information is manually entered into CWTAPPS to assure underpayments do not occur.

Current Status: Implemented.

Recommendation #9

DMH management ensures payoffs are conducted at all locations at least twice a year.

As follow-up to the memo dated June 9, 1999 to all DMH managers, the Deputy Director of HRB will issue instructions to all managers that they are to assure full compliance with all payroll/personnel requirements identified in the June 1999 communication. That communication may require that managers certify in writing on a semi-annual basis that they are complying with all requirements.

Tyler McCauley April 12, 2001 Page 2

Current Status: Partially Implemented. The Deputy Director of the DMH Human Resources Bureau is in the process of implementing a semi-annual certification process.

Recommendation #11

DMH management ensures employees' time cards are properly coded while on continuous sick leave related to an Industrial Accident.

The following procedures are in place to comply with this recommendation. The Return-to-Work Coordinator provides the Payroll Supervisor a copy of the employee's claim notice for Industrial Accident (IA) that is received from the DMH's third party administrator. The Payroll Supervisor, in turn, provides the claim notice to the appropriate Payroll Clerk who enters the information in CWTAPPS.

Employees who wish to use their own benefits to supplement their income (Post 231) will contact Payroll or the Return-to-Work Coordinator. The Payroll clerks calculate the posting time. The Payroll Supervisors reviews the calculations for accuracy.

Additionally, the Department of Human Resources provides to Payroll Supervisors the names of DMH employees who are receiving straight temporary disability benefits from workers' compensation. The Payroll Supervisor uses this report as an additional check to prevent overpayments to employees also receiving benefits through Payroll.

Current Status: Implemented.

Recommendation #12

DMH management ensure overtime worked is pre-approved, whenever possible, in writing before the work is performed and no later than the following workday.

The HRB response is the same as for Recommendation #9.

Current Status: Partially Implemented. The Deputy Director of the DMH Human Resources Bureau is in the process of implementing a certification process.

Recommendation #15

DMH management ensure that processing centers are utilized so that payroll and personnel staff do not have access to their own personnel and payroll information on CWTAPPS.

Tyler McCauley April 12, 2001 Page 3

The attached memo, dated March 7, 2001, to the CWTAPPS System Administrator outlines the requested new processing center set up. The March 2001 CWTAPPS Departmental User ID roster report (also attached) confirms that the additional processing centers have been established.

Current Status: Implemented.

Recommendation #17

DMH management utilize CWTAPPS reports to monitor the Department's payroll operations and ensure the Payroll Supervisor reviews the CWTAPPS reports as required by the County Fixed Manual.

CWTAPPS Personnel/Payroll Reports are printed and sent by County Mail. They are received by Payroll often after the deadline date has passed. Lack of adequate staffing in Payroll has contributed to further delays in reviewing the reports. However, HRB is in the process of recruiting additional personnel that will be dedicated to reviewing these reports on a weekly basis.

Current Status: Partially Implemented. Recruitment is in process for additional personnel to review the reports.

Recommendation #19

DMH management require DMH Accounting Division to perform a written reconciliation of the American Express billing statements to authorized travel requests on a monthly basis.

The DMH Division Chief has implemented the following procedure to reconcile the American Express billing statements to authorized travel requests:

Subject: Procedures for reconciliation of the American Express billing statements to authorized travel requests on a monthly basis.

Background/Purpose:

To verify the validity of trips billed by the American Express billing statement attached with Journal Vouchers from the Auditor-Controller on a monthly basis.

American Express is the County's contract agent for travel outside California.

Procedure:

- 1. Make a binder to store American Express Travel Requests.
 - Upon receipt of expense claims from employees, photocopy travel requests placed with a check mark in the box of American Express (American Express Travel Request) and then file them in the binder chronologically.
 - Record all necessary information in the American Express Travel Request Log (Attachment A) from the American Express travel requests.
- 2. Upon receipt of the American Express billing statement attached with Journal Vouchers from the Auditor-Controller, follow the procedures below:
 - Record all necessary information in the American Express Billing Statement (JV) Log (Attachment B).
 - Locate in the binder the American Express travel request corresponding to the ticket transaction in the American Express billing statement, enter the travel request number in the travel request column of the American Express Billing Statement (JV) Log and highlight the travel request number to indicate the completion of reconciliation.
 - Enter the corresponding JV number for the American Express travel request in the American Express Travel Request Log and then place a check mark in the reference column of the American Express Billing Statement (JB) Log to indicate the completion of posting.

Current Status: Implemented.

Recommendation #21

DMH management monitor to ensure travel procedures are followed and take corrective actions when departures from established procedures are identified.

The DMH Deputy Director, Planning Quality & Outcome Bureau is in the process of re-writing the DMH's policy and procedures to make the Department's travel expense reimbursement rates consistent with those allowed by County Code, in order to implement the most efficient procedures.

Tyler McCauley April 12, 2001 Page 5

Current Status: Partially Implemented.

We would like to thank you and your staff for your cooperation and assistance with the matter. If you have any questions, please call me or have your staff contact Carla Vlick at 738-4651 or Gurubanda Singh Khalsa at 738-4608.

/glp

c: Dave Meyer
Cora Fullmore
Carla Vlick
Judith Weigand

CWTAPPS Follow Up Review

COUNTY OF LOS ANGELES

MARVIN J. SOUTHARD, D.S.W. **Director**

DAVID MEYER Chief Deputy Director

RODERICK SHANER, M.D.

fledical Director

50 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020



Reply To:

BOARD OF SUPERVISORS GLORIA MOLINA YVONNE BRATHWAITE BURKE ZEV YAROSLAVSKY DON KNABE MICHAEL D. ANTONOVICH

DEPARTMENT OF MENTAL HEALTH

http://dmh.co.la.ca.us

Human Resources Bureau Telephone: (213) 738-4775 Fax: (213) 637-5892

March 7, 2001

TO:

Jennifer Yip

CWTAPPS System Administrator

FROM:

Carla Vlick

Personnel Officer

SUBJECT: **NEW PROCESSING CENTER SETUP**

As requested, attached is the "New Processing Center Setup Information For After communications with Jamie Gee, Auditor Controller and Lynn Stonehill, we have come to the understanding that we need six new processing centers rather than the two originally requested.

If you have guestions, please contact Diane Mendez of my staff at (213) 738-3112.

CV:DM:dm

Attachment

DEPARTMENT OF MENTAL HEALTH

NEW PROCESSING CENTER SETUP INFORMATION FOR CWTAPPS PER AUDIT RECOMMENTIONS FY 2000/2001

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43500	Mental Health		All DMH employees except for those listed below.	43500 43510 43511 43512 43520 43521 43522
43510	Mental Health - Processing A	083162 158698 411534	Sandberg, Christina Sahni, Kiran Mendez, Diane	43500 43511 43512 43520 43521 43522
43511	Mental Health Processing B	011845 456957	Glasman, Marlinda Williams, Beverly	43500 43510 43512 43520 43521 43522
43512	Mental Health Processing C	031045 471044	Furukawa, Alysse Pardo, Nora	43500 43510 43511 43520 43521 43522
43520	Mental Health Payroll A	425929 432659	Melendez, Julia Morris, Jane	43500 43510 43511 43512 43521 43522
43521	Mental Health Payroll B	461627 476918 452379	Whitney, Duong Jarvis, Ronald Cole, Camille	43500 43510 43511 43512 43520 43522
43522	Mental Health Payroll C	053541 453220	Lewis, Ernestine Phan, Fanny	43500 43510 43511 43512 43520 43521

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DEPARTMENT: 435 MENTAL HEALTH

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DEPARTMENT: 435 MENTAL HEALTH

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DEPARTMENT: 435 MENTAL HEALTH

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DEPARTMENT: 435 MENTAL HEALTH

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	E045396	045396	TOYOR		43522					
	E045386	045386	JOYCE	E JEFFERIES	43500					
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	E057724	057724	MARY	A MARTIN	43522 43500	07/06/99	N	N		
	2037721	037721		A	43510	07/06/99	N	N		
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	E097888	097888	DAVID	ZAMORANO	43500					
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	E257625	257625	MY TRUONG	LUU	43500					
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	E291996	291996	KIMBERLY	M JENKINS	43500	08/19/93				
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		420450	W1105	·· Inontwoo	43522					
	E432170	432170	KAAREN	M ROBINSON	43500					
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	E444433	444433	CONSIGLIA	BORRELLI		11/16/00				

CWTAPPS DEPARTMENTAL USER ID ROSTER

PAGE REPORT ID: TPBRPFL2.1

DEPARTMENT: 435 MENTAL HEALTH

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						LAST LOGON	ACTIVE	
PROFILE	USER ID	EMP NO	EMPI	LOYEE NAME		(>90 DAYS)	DATA CNTR	
TPVIEW	E444433	444433	CONSIGLIA	BORRELLI	43510			
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	E451545	451545	MARIA SALOME	S TECSON	43500			*
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	E464316	464316	ELIZABETH	J TIFASE	43500			
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	E468135	468135	ALVARO	R CARDONA	43500	09/28/00		
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	E469352	469352	LAKESHA	L WILSON	43500			
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	E4 /2355	472355	DIKKAN	R DJERRAHIAN	43500			
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TOTAL EMPLOYEES FOR THIS DEPARTMENT: 48